



CITY COUNCIL AGENDA

SPECIAL CITY COUNCIL MEETING OF: SEPTEMBER 19, 2005

ALL ITEMS ON THIS AGENDA ARE SCHEDULED FOR ACTION UNLESS SPECIFICALLY NOTED OTHERWISE.

- CALL TO ORDER

MINUTES:

PRESENT: MAYOR GOODMAN and COUNCILMEMBERS REESE, BROWN (excused from 1:15 to 1:18 p.m.) WEEKLY (excused after 1:15 p.m.), WOLFSON, TARKANIAN (arrived at 10:13 a.m.) and ROSS

Also Present: CITY MANAGER DOUG SELBY, DEPUTY CITY MANAGER STEVE HOUCHENS, DEPUTY CITY MANAGER BETSY FRETWELL, CITY ATTORNEY BRAD JERBIC, CITY CLERK BARBARA JO RONEMUS

(10:00 - 10:01)

1-1

- ANNOUNCEMENT RE: COMPLIANCE WITH OPEN MEETING LAW

MINUTES:

ANNOUNCEMENT MADE - Meeting noticed and posted at the following locations:

Lieburn Senior Center, 6230 Garwood Avenue

City Clerk's Bulletin Board, City Hall Plaza, 2nd Floor Skybridge

Court Clerk's Office Bulletin Board, City Hall Plaza

Las Vegas Library, 833 Las Vegas Boulevard North

Clark County Government Center, 500 S. Grand Central Parkway

Grant Sawyer Building, 555 E. Washington Avenue

(10:02)

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- PLEDGE OF ALLEGIANCE

MINUTES:

MAYOR GOODMAN led the audience in the Pledge.

(10:02 - 10 - 03)

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DEPARTMENT: ADMINISTRATIVE

DIRECTOR: DOUGLAS A. SELBY

☐ CONSENT ☒ DISCUSSION

SUBJECT:

ADMINISTRATIVE:

Discussion and possible action regarding the City of Las Vegas Strategic Plan priorities, goals and strategies including a review of progress and other related issues

Fiscal Impact:

<input checked="" type="checkbox"/> No Impact	Amount:
<input type="checkbox"/> Budget Funds Available	Dept./Division:
<input type="checkbox"/> Augmentation Required	Funding Source:

PURPOSE/BACKGROUND:

In February 2004, the City Council revised the strategic planning priorities that were established in 2001. City staff will present the progress that has been made on the Strategic Plan and will provide recommendations for updating the Plan

RECOMMENDATION:

Approve any new or modified priorities, goals, and strategies and direct staff accordingly

BACKUP DOCUMENTATION:

Submitted at Meeting - City of Las Vegas Vision, Mission, Values and Priority Statement with Glossary of Terms, City of Las Vegas Strategic Plan Priorities, Priority Accomplishments and Congress for the New Urbanism

MOTION:

REESE - ACCEPTED EVERYTHING DISCUSSED WITH ALL COMMENTS INCORPORATED AND THANKED EVERYBODY WHO PARTICIPATED - UNANIMOUS with WEEKLY excused

MINUTES:

MAYOR GOODMAN introduced RON PORTERO, who facilitated the meeting. He also welcomed former MAYOR JOHN NORQUIST from Milwaukee, Wisconsin.

MR. PORTARO stated he has lived in Las Vegas since 1993. He came to Las Vegas on a one-year sabbatical from the University of Toledo where he taught Business Law. His accomplishments range from representing a national football league to becoming an associate director for a labor management center at the University of Toledo. He commented that his purpose as a facilitator will be to assist the City Council and staff to come together and obtain a common goal.

MR. PORTARO indicated that he would be conducting a "legacy" exercise, where the City Council would think about the legacy they want to leave behind as a member of the City Council and the legacy for their particular Ward. In addition, last year's eight priorities will be reviewed, evaluated, and then seek the Council's direction on making appropriate changes where necessary; cast more vision as to where the City Council sees Las Vegas moving towards, create an outline for moving the City in that direction, and engage all participants in forward thinking. MR. PORTARO commented that his purpose as a facilitator will be to assist the City Council and staff to come together and obtain

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a common goal.

CITY MANAGER DOUG SELBY welcomed everyone, including ASSISTANT SHERIFF RAY FLYNN of the Las Vegas Metropolitan Police Department. In approximately 90 days he will be asking the directors to contemplate how best to spend next year's dollars for the benefit of the City. In fact, the Council's established priorities are used as a key guiding element in that budgeting process. During the course of the meeting the eight priorities will be looked at and determined whether this year's process should be refocused in an effort to make the budget match the established priorities. Since the last strategic planning meeting a number of things have happened; there have been three new Council members; national and global issues have impacted the City of Las Vegas; and significant progress on the outlined goals in each priority have been completed or achieved. He recommended that the City Council consider the priorities and give staff guidance for the future year.

He outlined some of the challenges and achievements the City has made. The City continues to be challenged by unprecedented population growth, unfunded mandates and threats to critical revenue resources for the City, strict regulatory environment, and challenges by the citizens who expect the City to do more without additional costs. The City needs to change to meet these challenges. He is proud that the City changes more than most other cities. He is privileged to be in a City where the Mayor and the Council appreciate the need to change, the staff is responsive to that, and everyone moves together collectively.

CITY MANAGER SELBY highlighted some of the accomplishments by the departments that were aligned with the priorities set by the City Council.

- The Office of Business Development has been restructured with new leadership to focus on setting the Redevelopment Agency as a separate agency, and removing the burden of carrying that financial obligation from the City's General Fund.
- Meaningful incentive programs have been created for existing and new businesses.
- The opening of the World Market Center has been a giant boost to the economic redevelopment and development of downtown. Its inaugural show had over 60,000 attendees. This promises that Las Vegas will become the furniture headquarters of the United States.
- The City Clerk has worked with the Information Technologies Department and created the e-agenda, which includes all backup, and makes it available on-line prior to the meetings. This is saving staff time and is making the e-agenda available around-the-clock.
- The Building and Safety Department continues their commitment to responsive services. They have the fastest initial review time, where plans are reviewed within four to five days, where other entities take three weeks.
- The Department of Detention and Enforcement has implemented an internet system that will help people locate their lost pets, and also allows people to search for an adoptable animal.
- Dispatch operations have been consolidated for both the Marshall unit in Municipal Court and Detention and Enforcement.
- The City Council approved a contract that sets parking meters in place that allows residents and visitors in downtown to use credit and debit cards and even cell phones to pay for parking; thus avoiding fines.
- Field Operations is maintaining 800 acres of parks, 425 acres of roadway and median landscaping, portions of 85 school sites, 3,800 land miles of roadways, 1,200 vehicles and 2.5 million square feet of

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building space. Last week the 10-acre Gilgrease Brothers Park and the 110-acre tennis/soccer complex at Washington Drive and Buffalo Drive opened. In the past year this department has achieved water savings in those parks of about 11 percent, saving the City nearly a quarter of a million dollars, electricity savings of about \$100,000 a year and about \$2,000 year in saved labor and maintenance costs just by the use of artificial turf. Field Operations has also done in-house construction projects of small parks saving the City over a million dollars and expediting those projects.

- The Oracle software system implemented by the Finance Department is saving the City a hundred and fifty thousand dollars a year, even though transactions are increasing at a rate of five to eight percent a year.

- Business Licensing has reorganized, saving the department about \$50,000 a year.

- Fire and Rescue are increasing their recovery on costs for medical transport by two to four hundred thousand dollars this year. They have also emphasized employee safety. There has been a 32 percent reduction in lost workday injuries and a 75 percent reduction in lost workdays, which means the public safety workforce is going home safer and are available for response more often.

- A great technology base has been built through the Department of Information Technologies.

Performance measures show how much money is being spent per acre, per year to maintain parks; and tracking the average response time of graffiti and nuisance complaints. The safe-key and track-break programs are generating a profit of about a quarter of a million dollars. Information Technologies has reduced by two hundred and thirty-five thousand dollars a year the charges for the maintenance and upkeep of equipment, technology, and capital replacement costs.

- Leisure Services continues improving their costs recovery, cash handling, and other programs to improve customer service.

- Municipal Court has decreased their staff by 12 percent over the last nine years, while the number of cases has increased by nine percent. During that same time period they have done an amazing job with revenue generation, which is up 84 percent. They have implemented innovative programs with specialized courts for the mentally ill, for chronic inebriants and the DUI Program.

- Neighborhood Services is moving forward and converted many of their publications to electronic versions making them less expensive to distribute. They have initiated the Neighborhood Partnership Program in cooperation with the City Council to try to get neighbors to buy into their neighborhoods and lessen the burden on the City to maintain neighborhoods. They are working actively on attainable housing initiatives.

- The Planning and Development Department has been the doorway for developers at the City of Las Vegas, and over the last four years they have seen an almost 15 percent increase in the City population, but only increased their staff by six percent, resulting in one Planning employee for every seventeen thousand residents. Through effective management, they have reduced their overtime costs by 88 percent.

- The Public Works Department has reduced energy costs at the Water Pollution Control facility by 25 percent. They have completed a rigorous accreditation program that sets high standards for the performance of public works departments across the country, and have adjusted their fees to improve the cost recovery for services to developers. They have implemented a post-project review program to see how well projects were done and could they be done better. They have done a number of things to improve traffic flow, make neighborhoods quieter, and improve pedestrian safety.

CITY MANAGER SELBY estimated that staff is saving the City and its residents approximately six

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million dollars a year through these initiatives. These successes have come about as a direct result of staff's ability to interact with the Mayor and the Council, the ability to understand why priorities are set, and the ability to respond in a meaningful way and improve operations on a day-to-day basis.

MR. PORTARO introduced former MAYOR JOHN NORQUIST, who was the Mayor of Milwaukee from 1988 to 2003 and is now the President and CEO of the Congress for New Urbanism. Under his leadership, Milwaukee experienced a decline in poverty and a boom in new downtown housing. He has overseen the revision of the city's zoning code and reoriented development around walkable streets and public amenities, such as the city's 3.1 mile river-walk. He has drawn wide-spread recognition for championing the removal of a point-eight mile stretch of elevated freeway to clear the way for anticipated development in the heart of Milwaukee. He is the author of "The Wealth of Cities". He has taught courses at the University of Chicago, the University of Wisconsin and Marquette University. He served in the Army Reserve from 1971 to 1977, earning his undergraduate master degree from the University of Wisconsin. He is married to Susan and has two children, Benjamin and Catherine.

MR. NORQUIST thanked the Mayor and Council. He gave a PowerPoint presentation and explained that the Congress of New Urbanism is an organization made up of 2,700 architects, planners, developers, activists, and real estate brokers that have a common goal; they offer urbanism. In his PowerPoint presentation, MR. NORQUIST gave an overview of different aspects of urban development, including traffic and parking. He explained that separate use zoning takes the ingredients of human habitat and spreads them out over the landscaping separately.

During the presentation some of the slides depicted a stand-alone office building, with ample parking, but no nearby restaurants for people to walk to lunch. A photograph of a city hall in Milwaukee built in 1894 on a remnant piece of real estate, which has now become an icon along with other pictures showing schools with windows, grass and a playground. MR. NORQUIST commented that certain social functions disappear with sprawl versus the urban form. Parades for example, can be held in small villages and cities as long as there is good structure, but nowadays streets are built miles apart.

Additional slides showed of a neighborhood with sidewalks. Sidewalks are a connective tissue of a neighborhood and an important social function where neighbors can actually communicate with each other. Retail developers are embracing sidewalks again, particularly on traditional streets. Parking is provided in front of the store and as a result people will shop on that street. Many American streets did great damage by driving the parking off to accommodate traffic. MR. NORQUIST referred to a 1922 drawing by a Swiss architect, Le CORBUSIER, City of Tomorrow, depicting a great separator street with steel and glass high rises. The Jefferson Davis Highway in Crystal City, Virginia, is a model of that design.

MR. NORQUIST stated that urban development is coming back among retailers. He referred to a photograph of a Home Depot in Chicago depicting a two-story building in Lincoln Park. Organized activists opposed the development of a Home Depot, but when the developer changed its product and made it into a department store with escalators, multiple entrances with parking that cannot be seen from the street, adding value to the Claiborne Street neighborhood. Even Wal-Mart is also taking similar initiatives, such as in the inner city of Milwaukee. An interior-facing mall failed and

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Wal-Mart agreed to put their store next to other stores with a sidewalk in front. Separate use zoning and street regulations produce a 72-foot arterial, no sidewalks, huge parking lots with a 100-foot setback and, insignificant buildings with no signage, thus ending up with pylon signs. The population growth is a chance for Las Vegas to reinvent itself and to think through these issues.

Urbanism provides a variety of housing types at a variety of housing prices. It generally drives up values, but it also creates diversity. For example, if an apartment building faces towards a river or a lake or a major street, the values are greater, but if the units face the back the price will be lower. But eliminating urbanism exacerbates the price of affordable housing. Therefore, if 35,000 more people come into the metropolitan area every year and the density is increased, thoughts should be given to urbanism and how it can create an opportunity to create a variety of housing-types in ways that are affordable. MR. NORQUIST opined that because of all the growth Las Vegas is experiencing and the ability to reinvent itself, staff should study some of the cities, such as Prague. Prague has centuries of different trends and architecture, but it creates urbanism that works for many people.

Las Vegas was built with many sprawling roads, but it can be improved. Developers want more options so they can provide an urban development. Even the Homebuilders Association is exploring urbanism. He indicated that in 1950 State Assemblyman CASPER WINEBERGER objected to the freeway being built because he said it would ruin the view of the San Francisco Bay and destroy real estate values. The freeway was built, but it was destroyed in 1989 by an earthquake. They decided not to rebuild it and real estate values increased in that area. Today the Embarcadero, has been transformed back to the fabulous place it was before the freeway was built.

In conclusion, he referred to slides depicting a monumental building built in relation to the rest of the landscape. This is called terminating the vista and something that almost never happens in America. They stopped teaching terminating vista techniques and therefore it disappeared. Walt Disney understood that having Sleeping Beauty's castle built in relation to Main Street would add value and make it more interesting. Thanks to developers and retailers the terminating vista is coming back. In Gaithersburg, Maryland, the internally-faced Washingtonian Mall was torn down and replaced with streets. Today Target terminates the vistas with sidewalk cafes on both sides, thus creating urbanism.

MR. NORQUIST added that good urban design works very well with big cities. The image of Las Vegas is powerful. It is not without its imperfections, it is exciting and it attracts people from all over the world to visit and live. However, most people would say that it needs to improve on its sustainability. The focus should be on what the city will be twenty, thirty years from now and the legacy that will be left behind for future generations. Finding efficiencies and removing waste leaves more money for other things and more money in the pockets of the citizens. He pointed out that Las Vegas needs to embrace its urbanity and embrace its complexity. It is easier to understand that in terms of design, and also understand that the City is not only a tourist attraction, but also a place to live.

The complexity of the city relates directly to diversifying the economy for more opportunities. Gaming and tourism help drive the growth, but it should become more diverse and more complex. Luckily urbanism is now less stigmatized than it was when the Congress for New Urbanism was first formed in 1993. It was created so that Americans would look with new eyes on urbanism, not as

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something negative, but as something positive. The growth is driving Las Vegas and there is a tremendous opportunity to create something that will be even more attractive a hundred years from now. In order to do that it is important to embrace Las Vegas as a rural City and find this in its citizens, in the culture and in the urbanity itself. One part of the tourism experience would be to embrace and enjoy Las Vegas.

COUNCILMAN ROSS stated that as a Councilman his highest priority is to move traffic. He questioned how this can be done, especially if parking requirements are disallowed. MR. NORQUIST replied that the concentration should not only be on constructions of wide roads, but also focusing on traffic congestion at the nodes. For urban and street retail, on-street parking is a good thing. In Downtown Milwaukee over 1,200 parking spaces were added to the streets in the early '60s. Due to a nuclear evacuation plan most of the streets had the parking removed and the streets went from two-way streets to one-way streets. The idea was to get out of town very fast. The removal of parking hurt the retail and the one-way streets made it harder to move around the city. Parking minimums sound like a good idea if it is rural. The idea of requiring parking can actually create more of a problem. Parking maximums are now used in some cities. Many California and Oregon cities are putting an actual cap on parking. Instead of requiring a developer to have parking, they actually cap it. These are issues that need to be studied to see what works best in a neighborhood. He suggested not taking the model from the traditional traffic engineering manual.

(10:03 - 11:23)

1-25

MEETING RECESSED AT 11:23 A.M. AND RECONVENED AT 11:37 A.M.

MR. PORTARO used a writing pen called "Vision Elite" to bring forth the City's vision and becoming forwarding-thinking people. He distributed to the Mayor and Council legacy statements cards and asked them to write down the legacy they would leave behind as a Council and the legacy they leave behind in their individual Wards. This should include what they want to be remembered as having accomplished, what new policies they might have created, how they might have impacted the City in some fiscally way, and in what way they have seen the quality of life enhanced. He also asked the Departments Heads to do the same.

MAYOR GOODMAN commented that a sound economy has blessed the City of Las Vegas community. There has to be a progressive approach to accomplish whatever goals the City is setting. He wants his legacy to be that he was part of a Council that would lead Las Vegas toward becoming a great American City. The City needs to partner with the private sector to meet this goal. The City needs to continue thinking in terms of giving the private sector certain benefits in order to attract them to the City. The World Market Center and the Chelsea Properties projects were made possible by Tax Increment Financing that the City was able to provide. The City is well on its way to having an Alzheimer facility. The public needs to know that an academic medical center, a teaching and research facility will make the City of Las Vegas a world-class destination, including a world-class performing art center. To accomplish these things, people need to live and work downtown. Therefore, he believes the City needs to assist developers with high-rise projects to bring a heavy population into the center of the City. There is a policy that the City is ready to engage in TIF financing, if in fact these people are going to be taking a financial risk. In addition, he truly believes

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that the City is on the verge of having a major league sports team.

Consolidation of governments needs to be considered. The cities of Las Vegas, North Las Vegas, Henderson and the County all have their own form of government. In case of an emergency, the City should have one strong and consistent voice. He commented that the Sheriff was very critical of the City and the County for not having one voice. Having two separate command centers is not in the best interest of the city. On September 11, 2001, former MAYOR RUDY GIULIANI became one of the greatest mayors of all time because he was able to communicate with the fire chief and a police chief located in one center. He directed the City Manager to start talking about consolidation with other City Managers and the County Manager.

COUNCILMAN REESE stated he would like his legacy to be that he helped create a better and safer place to live. Neonopolis was created from a vision while he visited Horton Plaza in San Diego. The reason it has not been successful is because there has been no urbanization downtown. He wants to be remembered as serving all constituents, young and old, as well as ensuring that facilities are built for the youth to ensure they are kept active instead of joining gangs; ensuring that all development coming into his Ward is just as good as any development that goes into other Wards; having a cooperative spirit with staff, his colleagues, other entities; and as a person who served the public.

COUNCILMAN BROWN indicated he wants to be remembered as a representative who served the public, contributed to a more open, honest and assessable City government, helped establish parks and open space as a City priority, and worked toward a more efficient and focused government. He agreed with MAYOR GOODMAN about a progressive approach and not to be complacent. He also agreed that it is important that the City partner with the private sector and the non-profit.

COUNCILMAN WEEKLY wants to ensure that diversity has its place at the table, be it a voice and a vision; improve the quality of life throughout Ward 5 and the City as a whole; continue to open doors for students to receive up-close knowledge as to how local government affects everyday lives; allow seniors the chance to enjoy their golden years through recreation and socialization; to be compassionate, spontaneous and not afraid to push the envelope to better enhance his Ward by any means necessary; strive to work with staff and his colleagues to ensure that the City's reputation is seen as a place that raises real families and enjoy a good quality of life.

As far as his individual Ward legacy, he wants to continue community relations between neighborhoods and City Hall; continue to restore pride into those areas that have felt neglected by the City; create an economic empowerment and development in mature areas; and share available resources that would allow entrepreneurial opportunities for those pursuing various business endeavors.

COUNCILMAN WOLFSON commented that he moved from San Diego 25 years ago and remains because he considers Las Vegas to have one of the best qualities of life in the country because of the weather and personal and professional opportunities. He wants to ensure that the same things everybody loves about Las Vegas today exist 20 years from now, thus ensuring that the City Council does everything it can to plan for the future. He wished that 20 years ago other public officials could have looked into the future and address traffic congestion on US95. He wants to be a forward-thinker,

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as to what needs to be done today to make the quality of life as good or better 20 years from now; do things today while thinking about what effect it will have in 20 years; continue to work side by side with the Mayor and the City Council to reinvigorate downtown Las Vegas.

He considers Ward 2 one of the finest areas in the Las Vegas Valley to live, work and play. He wants his legacy to be that he did everything he could to maintain and enhance that great quality of life; promote greater live/work environments, and work harder to create mixed use neighborhoods; ensuring that his constituents have an opportunity to continue using the amenities provided, such as the Veterans Memorial community pool; ensuring that the placement of certain trees cover over sidewalks to promote a positive way of life for residents of his Ward; ensuring public safety in Ward 2 and citywide. In fact, he is working with CITY ATTORNEY BRAD JERBIC at reviewing certain statutes involving DUI, and domestic battery. He is also in the process of sponsoring new ordinances regarding condominium conversions. Finally, making sure that people can say he has made a difference as a Ward 2 representative.

COUNCILWOMAN TARKANIAN stated that her vision for the City is to leave a more economic, cultural, vibrant, affordable City for all citizens and to look at diverse needs of individuals and meet those different needs. She would like to leave a feeling of trust and respect for government among the City's citizens through more open government and greater citizen participation; provisions for an improved infrastructure and transportation, parking, water and good air quality; a safer and secure environment for the citizens with an emphasis on open spaces, schools, youth and senior activities. Regarding her Ward, she wants to raise the bar in Ward 1. She wants to improve the quality of life with an emphasis on safety, security and infrastructure improvements. Unfortunately, the freeways bringing people into the northwest have impacted Ward 1. She hopes she would be remembered for developing a means to work together with the citizens, corporations, both government and non-profit agencies to continually meet the needs of the neighborhoods. Finally, she would like to be remembered that she tried her best.

COUNCILMAN ROSS expressed gratitude to serve with the Mayor and City Council who also envision the same values and priorities. It is important to leave an aggressive approach to the growth recognizing the opportunities the City has with mixed use development, especially downtown. The City needs to be mindful of its past and fully realize the growth potential of the older areas and reinvest the City's assets in those areas in a more diverse urban process.

Regarding Ward 6, its greatest challenge is the growth in the northwest. Find a balanced approach for the traffic system, business districts, parks and open spaces, equestrian facilities and trails, and at the same time protect the rural areas in the northwest. COUNCILMAN ROSS stated he wants to leave the process of more urbanized development in the northwest where people live, work, shop and play in their own areas. If this is created there will be less traffic on the streets.

(11:37 - 12:40)

1-3118/2-1

MEETING RECESSED FOR LUNCH AT 12:40 P.M. AND RECONVENED AT 1:17 P.M.

MAYOR GOODMAN felt the legacy exercise was worthwhile. He believes that staff and the City

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Manager have an idea of the City Council's vision. COUNCILMAN REESE added that the City Council is doing great and wonderful things, and does not see how they can improve. Goals have been reached. The City is better today than it was 10 years ago. MR. PORTARO stated that the City is always changing and everybody needs to be prepared for that change.

CITY MANAGER SELBY reviewed the City's vision, mission and values statement. Commitment, honesty, innovation, respect and pride are values that are instilled in every new employee and it challenges existing employees. Once all the priorities have been reviewed, staff will bring forth the new goals and how to meet those priorities. Performance measures will give staff the ability to determine whether progress is being made in meeting those priorities. Once these priorities are set they will be incorporated into the departmental business plans.

DEPUTY CITY MANAGER STEVE HOUCHENS covered the following set priorities and outlined the goals connected with each priority. This priority deals with managing costs and revenue resources to achieve efficient operations.

- Programs and services review - Six million dollars was generated in operational savings through various initiatives. As part of this goal, cost-value analysis will be performed on new or expanded programs. Establish performance based budgeting process. Develop a comprehensive City-wide facility plan.
- Maximize labor resources - During this last year Human Resources created an organization development and training division, which is a stride towards providing increased training for employees. Continue with labor and management relations. Expand and develop diversity initiative programs throughout the City. Use technology to help better manage the labor resources.
- Enhance revenue collection and protect revenue sources - There is a national initiative to eliminate the cable franchise fee, which will have a four and a half million dollar annual impact on the City. At the state and the federal level, there is a desire to eliminate all telecommunication franchise fees, which is another 10.5 million dollars for telephone franchise. There has been a challenge against the property taxes and the application of the property tax cap during the last Legislative session. The County is interested in going after some of the room tax the City receives through a distribution with the Las Vegas Visitors and Convention Authority. That room tax funds the debt service, which has paid for a number of park facilities. The City needs to be vigilant and work hard to maintain those revenues that provide the level services the City currently enjoys. The collection processes need to be enhanced by ensuring that policies and procedures in place allow the City to collect those funds. Look at the structure of how the City provides certain services, particularly internal services, to make sure that the recovery of costs is maximized.
- Fund master plan elements and special area plans based upon Capital Plan Priorities - Last year the City was successful in incorporating all the various plans that the City has into the CIP program. This year the City will start in prioritizing those planned elements and then actually allocating and appropriating budget dollars to those based on the Council's priorities.
- Reduce direct cost of material and services - The City was able to do this successfully with the construction of Centennial Plaza, which was built by a City crew. They were also instrumental in renovating the Traffic Safety Bureau; the cost to the City was \$350,000. In addition, a third health care option was implemented, which has saved considerable money in insurance costs for City employees. DEPUTY CITY HOUCHENS suggested that the City continue looking at creative building and bidding processes to fund the City's programs and capital needs; at opportunities to

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strengthen contract administration and management priorities for high value contracts. MARK VINCENT, Director of Finance and Business Services, and CLAUDETTE ENUS, Director of Human Resources, were instrumental with this priority.

MAYOR GOODMAN pointed out that within the last five years the City Council has taken the position that the City needs to be cost-effective, and a tremendous burden has been put on City employees to step up and work to the limit. It may be time to be very smart and place employees in services that make sure the job is done as a City.

COUNCILMAN WOLFSON acknowledged that his obligation is to be fiscally responsible if the operation of a facility is losing money. However, he also recognizes that he is responsible to ensure his constituents receive available services. He will continue to evaluate the Veterans Memorial facility, and invited the swim clubs that are using this pool into his office so he can learn more about what exactly are their needs. Streamline the hours of operation to both be fiscally responsible and not take away an amenity that the residents enjoy. MAYOR GOODMAN requested that the City continue on exploring these public private partnerships or at least the public 501C3 community partnership to see whether or not the services are better rendered by the private sector or whether they are better rendered by the City and the various costs associated as to what the end result is going to be. Honest, unbiased information needs to be obtained upon which the judgment can be made as to which way to proceed.

COUNCILWOMAN TARKANIAN indicated that sometimes it is important to go back and ascertain what happened, especially about the million dollars for the cover. COUNCILMAN WOLFSON stated that as part of the evaluation they will go back to the creation of this facility.

COUNCILMAN BROWN expressed concern about some of the initiatives, not only the property tax roll back, but SENATORS BEERS' TABOR. He believes the unfunded mandates will come a lot sooner than anticipated. Privatization does not mean just giving it out to the private sector. There are things the City does better than the private sector, but he emphasized looking at ways to become more efficient. He questioned if the City of Las Vegas should be in this business to provide services or programs. He requested evaluations to see if the private sector can do it more efficiently and more cost-effective.

DEPUTY CITY MANAGER HOUCHENS continued with another priority regarding open government. He indicated that the wording has changed to provide an open government which allows access, participation, and respectful communication. The intent is to use whatever methods available to provide the ultimate government. The number of goals in this category has been reduced from five to two. "Celebrating the City Centennial" was removed because that was completed, and the other two were strategies within the goals. He acknowledged DAVID RIGGLEMAN, Director of Communications, and JOE MARCELLA, Director of Information Technologies, who have been involved with this strategy. DEPUTY CITY MANAGER HOUCHENS outlined the following remaining goals:

- Promote city services, access, and resources - During this last year there have been many successes, such as the Citizens Leadership Academy, the Diversity Outreach Officer to provide messages to a much broader population, redesigned the website making it friendlier to the customers, increased the

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programming and viewing of KCLV Channel 2, promote coordination of City publication and consider initiating an employee ambassador program.

- Facilitate "one-stop" opportunities at strategic City locations to enhance customer service - During this last year the on-line job application process was centralized and implemented. Provided City-wide training to employees on e-government. For the future the goal is to enhance the use of the CRM (Customer Related Management), formerly known as the CARS system. Look at opportunities to offer services from counter sides and kiosks. In fact, a couple of kiosks in development stages are located in the west and east yards. Report on customer feedback and track what customers are saying about the City. Use the Public Information Office as the hub for media inquiries.

DEPUTY CITY MANAGER HOUCHENS addressed the new priority that would look at aggressively attracting and retain diverse businesses. He suggested removing the reference to gaming because that is not the City's primary business. He asked SCOTT ADAMS, Director of Office of Business Development, to assist him with the goals below.

- Market and expand the City's economic base with improved customer service and coordination - During this last year the Office of Business Development created a marketing plan which will take into context market analysis, feasibility studies and identify the City's target market. In addition, the focus will be on the reuse of underdeveloped big-box facilities and other properties that may be problematic. The intent is to designate vacant land for possible future use. In addition, look at expanding the visual improvement program.

- Master plan and develop City-owned properties to their highest and best use - The Enterprise Park has been very successful this past year. Corporations include the FBI, the School of Beauty, Foundation for an Independent Tomorrow, RLT Corporate Training Center and the Urban Chamber of Commerce. In addition, the Fifth Street School will be developed with the intent of creating an intellectual market place at that location. MAYOR GOODMAN asked what plans are anticipated for the old Veterans Administration facility located in the Enterprise Park. DEPUTY CITY MANAGER HOUCHENS replied that his understanding is that at least one offer has been made on that facility.

- Improve feedback and coordination activities between City government and the private sector - Develop a business retention program and look at programs for job creations and economic diversification within the retention program. Continue the public/private advisory board and continue to evaluate the fast track program. This program has been successful in assisting developers.

- Develop a community workforce that supports a diverse business economy - DEPUTY CITY MANAGER HOUCHENS suggested evaluating linkage between City's business retention, expansion and regional workforce. Look for the development of specific job training initiatives as incentives for companies to expand.

- Develop and implement master plan for the Union Park 61 acre development - The primary goal is for the City to develop the 61-acre parcel. Conversations are still being held with Related Companies. This major goal will include the full development of all the components; the Academic Medical Center, the Performing Arts Center, commercial and retail, plus city uses.

MAYOR GOODMAN acknowledged the many suggestions and ideas. Many things have been accomplished this past year, and this is only due to the directors and staff, who have done a phenomenal job to make sure that the vision of this City Council has been accomplished. The City is very fortunate to have this kind of staff.

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DEPUTY CITY MANAGER HOUCHENS addressed his last priority, which was to revitalize and invigorate the mature areas and the urban core. MARGO WHEELER, Director of Planning and Development, and MR. KAJKOWSKI, Acting Director of Public Works, and their group were involved with this priority.

- Develop a strategic land acquisition plan for commercial, industrial and residential development - The goal is to identify properties within the redevelopment area and determine potential, feasibility, value, location and market. All affected departments will be involved through the recent created Interdepartmental Real Estate Coordination Team. A new task is to work within the confines of SB312, which is the Airport Land Bill.
- Identify funding and incentives for redevelopment projects - The goal is to look for more funds. Currently, the City has the CDBG, HOME Funds, Housing Set Aside, Special Improvement District, Tax Increment Financing, infrastructure contributions, and land assemblage. Private sector experts will be invited to help the City in the assemblage of properties and locate those properties. Research other cities on what they are doing, what works and what does not work. Part of this would be to prepare a plan for the Tax Increment Financing Program through the Redevelopment Agency.
- Measure infrastructure maintenance to determine the trigger for reinvestment - Last year a utility study was commissioned, which is currently underway. Establish major book criteria, map areas that need new roads, new sidewalks, etc., and incorporate these studies into the Capital Improvement Program.
- Develop and expand cultural program offerings in the downtown area/urban core - Implement and continue with plans for many of the downtown and the City's cultural programs, such as the Downtown Post Office, the Cultural Corridor, the Arts District, the Lewis Street corridor, and the Performing Arts Center. In addition, help to coordinate the downtown arts programs.
- Coordinate resources, funds, and programs on revitalization of mature areas and urban core to maximize impact - Coordinating teams, such as the Downtown Coordinating Team, the Arts District Team, etc., would attempt to refine what is being done to identify areas and establish funding for those programs. Another goal for the next year is to look at a traffic/parking plan.

DEPUTY CITY MANAGER BETSY FRETWELL covered the following already set priorities and outlined the goals connected with each priority. She invited MS. WHEELER and MR. KAJKOWSKI to help address manageable and sustainable development and growth for communities. Emphasis should be given on alternative mode of transportation and transit in the City of Las Vegas. She recommended removing the goal about tracking General Plan Amendments because that goal has been accomplished, but it will be applied to other goals for decisions in the land use and planning area. Last year's focus was the Kyle Canyon area. She suggested taking a more comprehensive look at the northwest.

- Integrate all master plans - Huge strides have been made in improving the GIS system at integrating the master plans, and all servers have been upgraded to accommodate the GIS technology. A database exists to track the General Plan Amendments. New land use plans have been adopted, and new web pages created to make information available to staff, the development community and the citizens. Future focuses are to implement the underground utility plan for downtown; update the sewer plan and the parks element; prioritize the CIP efforts; create investment plans for some key areas, such as the Arts District; implement the northwest open space plan. MS. WHEELER added that a major goal is to update master plans such as the Centennial Hills and Downtown Centennial, to make sure they are still relevant.

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- Establish a development plan for the extreme Northwest - This goal was modified to focus on the extreme northwest. Much was accomplished with the successful disposal of the 1600-acre Kyle Canyon parcel, but work still needs to be done for a development agreement and monitor its progress. Additionally, there are about 8,000 acres, less the CTA (Conservation Transfer Area), that still needs to be planned. It is adjacent to Floyd Lamb Park and the Paiute reservation. There is also some critical flood infrastructure that needs to be worked on. MR. KAJKOWSKI indicated that the City limit has been expanded north of Moccasin. In addition, a more dense development will increase sewer flows. Therefore, staff is looking at the entire system in the northwest and throughout the City to make sure there will be adequate capacity.
- Encourage conservation and optimization of natural resources - The City Council approved four major actions to address the area of natural resource conservation. An open space and drought plans have been approved. The water element of the master plan and the International Energy Code for conservation has been adopted. The future focus will be to continue in the same direction, and work on how to preserve the open space as encroachment continues upon the Red Rock Conservation Area, the Paiutes, and the National Wild Life Refuge, as well as exploring other cutting-edge conservation techniques. MS. WHEELER pointed out that staff is working to ensure that projects and plans are compatible to be energy efficient, using the discipline called the LEED (Leadership and Energy Efficient Development), and by utilizing the concepts of new urbanism.

COUNCILMAN BROWN asked about the residential and the commercial development in the City. There is the pressure to identify a new Town Center, a new High Tech Park or an industrial area outside the core. The City is running out of time and space. He asked how that fits into this planning. MS. WHEELER responded that the principal issue is the loss of the EC (Employment Center Zoning) that went towards residential, principally because of the development pressure for residential in that area. The Kyle Canyon, a portion of the revision of the Centennial Plan and the plan for the northwest, which will include principles of the new urbanism, will address the new direction the City needs to go with regard to the loss of the EC within the Town Center area and the need for employment in the northwest. All three of those plans will have a significant component of linking jobs and housing. Under this goal, DEPUTY CITY MANAGER FRETWELL recommended that the Council institute basically a land-banking process where staff starts identifying future tech and business parks to ensure that enough developable acreage is set aside to create jobs and a housing balance, particularly in the northwest. COUNCILMAN BROWN added if downtown continues to boom, there is a critical need for a sustainable, commercial core.

- Assure multi-modal transportation options that connect home, workplace, commercial centers and recreation areas in all neighborhoods throughout the Las Vegas community - Wanting people to be able to live, work and play around the same area is not always possible. Therefore, one thing is to make sure a connection is created that is easier and less automobile dependent. It would assure a multi mode of transportation options connecting home, workplace, commercial center and recreation areas in all major areas of the City. A key component is creating a light rail strategy for the City of Las Vegas. Making sure there is a good linkage in the transit system between the region and the City of Las Vegas and to work on transportation oriented design.
- Encourage development that is less dependent on future government services - A focus that is envisioned over the next few years is to review all the Codes, and to look at the creation of improvement and maintenance districts that are self-sustaining. Design things to minimize

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maintenance costs and to be less dependent and less reliant on long-term future maintenance.

COUNCILMAN ROSS commended MR. KAJKOWSKI for focusing on the plumbing, sewer, roadway and infrastructure in the northwest. The City should also pay close attention to the Paiute Tribe in regards to their growth and development.

COUNCILWOMAN TARKANIAN pointed out there is a great fear about traffic problems downtown, especially once the new high rises are completed. She asked when the new proposed transportation will be available. DEPUTY CITY MANAGER FRETWELL replied there is an interim strategy for the Max Line to have a dedicated service line into the downtown area spinning off of the monorail line in place today. The estimate is to have it on line by 2007. There is a desire to extend the monorail to downtown because many businesses and people who bought their homes are counting on that. There needs to be a comprehensive City solution, be it light rail or mass transit, and staff would envision spending quite a bit of time and resources on developing this over the next year.

COUNCILMAN WOLFSON remarked that particularly in Ward 2 there are some pockets of open space where major developers actually develop an area, but most of the time they build a project that will make them the most money and not necessarily what is best for the community. MS. WHEELER opined that the elected officials set policies and make the decisions with regard to land use. Therefore, they have the responsibility and the opportunity to think of the long-term use of that land. Land is a very scarce resource. Those land uses continue for a long time, and it is a major undertaking to change once something has been built. If the development being proposed by the development community is not the best and highest utilization of that land, then either it needs to be denied or it needs to be abeyed until that best use of the land is sought. DEPUTY CITY MANAGER FRETWELL echoed MS. WHEELER'S comments. The City Council has a great responsibility when they look at land use, the master plans and comprehensive plans for this community because this would become their legacy. COUNCILMAN WOLFSON verified with DEPUTY CITY MANAGER FRETWELL that entitlements cannot be taken away.

MAYOR GOODMAN directed DEPUTY CITY MANAGER FRETWELL that during her briefings she asks the City Council what their feelings are about consolidation and on how to proceed. He also asked that the City Council be briefed as to the past history of consolidation attempts. He commented that no where under sustainable development is there a statement about making Las Vegas a great American City. DEPUTY CITY MANAGER BETSY FRETWELL responded that it would be appropriate to include that under the City of Las Vegas' vision.

DEPUTY CITY MANAGER BETSY FRETWELL invited DR. BARBARA JACKSON, Director of Leisure Services and ORLANDO SANCHEZ, Director of Neighborhood Services, to join her. She recommended that the priority to develop and maintain multigenerational leisure opportunities be changed to promote healthy lifestyles for all segments of the community. It is very difficult to plan around multigenerational. She suggested looking at leisure from a different perspective.

- Establish programs to improve individual wellness and health - The goal is to have programs that improve individuals and their health. The award-winning Arts in the Park was instituted to integrate public messages into many of the different communication methods. Over the last year there has been a 13 percent increase in youth involvement in after school activities. Additionally, the City will

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participate in the Healthy Heart Study Initiative; focus for on pursuing the development of partnerships in an effort to get the community healthier; ensure that wellness programs, such as dental, mental and physical programs are available for the underserved; push obesity reduction programs for the community and institute an employee wellness program.

- Develop a Youth Initiatives program that supports health lifestyles - MR. SANCHEZ and DR. JACKSON have dedicated teams working on youth initiative program. This program is very dependent upon the school district. It would take the current community school's configuration to the next level. The goal is to form partnerships with schools and other community based resources to obtain enhanced after school programs. There are things that are not in the school district's education mission that are in the City's leisure and youth programs mission. She suggested fortifying that link of in-school versus out-of-school learning, strengthen the City partnerships with the school district and promote youth involvement in career and personal development.

- Restructure current programs to provide positive alternative activities for teens to develop social, physical, and mental health - The people involved with this goal were asked to identify the major trends they see that are affecting the different priority areas. One trend is that teenagers clearly do not fit in youth programs. If they are not involved in organized high school athletics, there is not much for them to do. One goal is how to shift the focus on teens. She suggested creating a way for teens to have a positive use of their leisure time. The City will play a role in the intervention program for gangs and drugs. One way is to actually invest and create teen centers. Hopefully this will keep more teens out of juvenile hall.

COUNCILMAN WOLFSON commented that he spoke at a middle school open house to make the students aware of available City programs. He suggested developing a program to bring classrooms to every City Council meeting and introduce them to City government. DR. JACKSON replied that part of the focus on career development is to create internships, life skills, and job training opportunities.

COUNCILMAN ROSS asked DR. JACKSON what the City is specifically doing to offer services to youths. DR. JACKSON replied that the City has several partnerships, especially within the recreation division, as well as in the cultural division with the Spring Mountain Youth Camp and Cirque de Soleil. In response to COUNCILMAN ROSS' question on how many youths the City is serving, BILLIE BASTIAN, Deputy Director of Leisure Services, responded that Leisure Services is in the process of presenting a plan to the City Council. She indicated the total number of individuals they served during Fiscal Year 2004 was 53,679. There were 9,944 kids enrolled in Safe Key, which is the before and after school program that encompasses many of these concepts. Outside of the Safe Key, 16,000 youths are being served with leisure services programs.

COUNCILMAN ROSS inquired about the specific programs established for teens. DR. JACKSON responded that the Centennial Center will be the first teen-dedicated center. The emphasis is to do everything possible to attract and keep teens in a healthy, positive environment. This center will then be used as the model for other centers. Leisure Services is very much aware that the teen population is not involved in those organized activities.

MAYOR GOODMAN was impressed with the number of people the City serves in the community. However, he would like a better way to publicize all the different programs available to teens.

DEPUTY CITY MANAGER FRETWELL replied that that can be built into the plan. She also added

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that YNAPP is a very effective program for teens.

- Increase the collaboration between Leisure Services and Neighborhood Services in order to enhance senior programming - The City Manager has asked that duplication of services be reduced on a continuous basis. Leisure Services and Neighborhood Services are continuing to promote partnerships. A success in this area is the Downtown Senior Services Center scheduled to open in November. Transportation is being enhanced for seniors so they can get to these centers. New health fairs have been instituted to help seniors get involved in healthy programs. The future focus is to complete the Centennial Hills Senior Center, and do a comprehensive review of other senior programs. The Senior Law Project is one of the twelve programs to be reviewed, as well as reviewing the Senior Services Fee Structure to see if the rates are still effective.

DR. JACKSON commented that MS. BASTIAN attended a planning conference where the senior fee structure was discussed. Historically, it has been an area that has not been addressed so as not to endanger the senior population. Increasingly, a larger number of seniors are able to pay, but have not been asked. She will be coming to the City Council to address the fee structure. COUNCILMAN REESE commented that this may be fine for certain areas of Las Vegas, but some centers, such as the East Las Vegas Senior Center, are underused because the seniors cannot afford the fees. DEPUTY CITY MANAGER FRETWELL indicated that is the reason they are looking at reviewing the fee structure and adjustments would need to be made. COUNCILMAN ROSS stressed that a major priority should be on making fees flexible depending on means.

- Establish an education and awareness program for providing services to individuals with disabilities in order for them to have equitable access to wellness and health programs and activities - DR. JACKSON explained that, although the City has been very good in terms of programs and services it offers relative to the people with disabilities, this particular effort is to highlight the training. The City wants to continue taking the lead in terms of providing training relative to the people with disabilities and how it translates for the department heads, in terms of customer service. It is also an internal goal to do more training within the other Leisure Services divisions, other than Adaptive. She will be asking MS. ENUS to help her in terms of overall training. It also extends to the ability of making suggestions about program facility design or program services. DEPUTY CITY MANAGER FRETWELL recommended that this goal will focus on healthy lifestyles versus multigenerational leisure opportunities.

COUNCILMAN BROWN asked if promoting healthy lifestyles includes the recreational community center facility as a component. DEPUTY CITY MANAGER FRETWELL replied that one of the major investment patterns over the last seven years has been park acreage and community center square footage in the City's Capital Improvement Program. There have been some major accomplishments; the Washington/Buffalo Park, Freedom Park and the Public Land Management Act (PLMA) funded projects. It is not a clear goal, but she would be happy to work on it before this comes back to Council. If there is a desire to reach a national standard on park acreage, it would help her articulate a goal that would be meaningful to the Council and help staff understand what they are trying to accomplish. COUNCILMAN BROWN stated he would not want to lose momentum on what the City is doing with its facilities, which include parks, open space and trails because that is part of the healthy lifestyles. DEPUTY CITY MANAGER FRETWELL suggested adding something into

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this goal to address this issue. The priority to evaluate the open door/open school contract is part of the youth initiative program. COUNCILMAN BROWN asked if the assumption is that existing contracts would be revised before some of these new initiatives are started. DEPUTY CITY MANAGER FRETWELL responded there would have to be some acknowledgement of either the current agreement or a modified one to be able to implement the six point plan. COUNCILMAN BROWN commented that the six point plan is a good one, but there should be a better understanding of what the City would get from the school district. DEPUTY CITY MANAGER FRETWELL commented that the school district is in the process of reviewing this program.

COUNCILWOMAN TARKANIAN was of the understanding that staff would be meeting with the school district regarding the open door/open school issue. DEPUTY CITY MANAGER FRETWELL verified that to be the case and will provide the City Council with an update. COUNCILMAN BROWN opined that there needs to be some closure on that contract, either revising it or accepting it as is before the City gets very aggressive with more programs and initiatives. He suggested that City Council representation is needed, perhaps someone with school district experience, to start the dialogue. DEPUTY CITY MANAGER FRETWELL acknowledged that the current open doors/open schools issue in implementing the strategies needs to be addressed. Secondly, the City Council needs to be briefed on its progress. COUNCILMAN BROWN suggested that the collaboration between Leisure Services and Neighborhood Services needs to be expanded to the non-profit organizations. It is easier for the City to build the facilities or partner with the school district to get the structures, but it is more difficult when the programs offered is expanded because then the issue of additional staff arises.

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DEPUTY CITY MANAGER FRETWELL commented on the public safety priority. Many goals have remained the same and much as been accomplished in this area. She suggested eliminating the goal related to supporting Metro's funding initiative because the "More Cops" initiative passed the Legislature and the vote of the people. She recognized RAY FLYNN, Assistant Sheriff, Las Vegas Metropolitan Police Department, DAVID WASHINGTON, Director of City of Las Vegas Fire and Rescue, JIM CARMANY, Court Administrator of Municipal Court, and MIKE SHELDON, Director of Detention and Enforcement, who have been instrumental in developing this plan.

- Reduce life and property losses throughout the City - The City has received approximately eleven million dollars in fire-related public safety grants. An AED (Electronic Defibrillator Program) has been deployed in all City facilities. The public outreach has been changed to ensure that Spanish speaking individuals are available to provide documentation in Spanish. Within the next couple of years the focus would be on the comprehensive risk assessment, increasing the number of inspections and focusing on some of the commercial properties, especially in high-risk neighborhoods. Look at creating an incentive program that allows citizens and developers to take advantage of the use of residential sprinklers. Focus on preventing crime by identifying the criminals and incarcerate them before they can commit another crime.

- Provide appropriate public safety facilities throughout the City - The City is working towards finalizing the fire Capital Improvement Program and the long range plan for fire based on the City's service standards. Metro has just completed their Capital Improvement Program and it has been integrated into the budget for this year. Station 8 has been rebuilt. A regional approach has been

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taken on implementing the regional drivers training track. Time has been spent on discussing the creation of a regional Emergency Operation Center (EOC). Staff has been working on having a regional public safety training center. However, funding strategies need to be identified to implement these plans. The "More Cops" initiative pays for bodies, but not facilities and materials. Five new fire stations would need to be built over the next several years, many of them in the northwest. These facilities should be designed based on community needs to ensure there is adequate response. CHIEF WASHINGTON stated that Station 47 is being built in the Summerlin West area. A temporary station will go at Veterans Memorial. Once a station is built, the goal is to purchase the temporary structure and use it in the northwest for future use until additional monies is obtained to build more stations. JEFF MORGAN is working on a master plan to address these issues. He added that all the station areas are being identified and land leases are being obtained from the Bureau of Land Management (BLM).

- Optimize available resources to effectively manage the criminal offender populations - The jail population needs to be managed. The City jail is overcapacity. Currently, one hundred inmates are housed on a daily basis. The City needs to move on planning the jail facilities to avoid judicial intervention. One of the things the City has been trying to do is to have some proactive programs that allow people not be recidivists. The EVOLVE program has been extended to include serial, chronic inebriants and other individuals who need more help. MR. SHELDON has been successful in getting the Commission on Accreditation for Law Enforcement Agencies (COLEA) recertification. Different ways are being looked at to try and manage this issue by participating in the Regional Justice planning effort to identify ways to deal with the criminal offender population from a regional standpoint. Ways have been identified to make better use of the current campus by moving the administrative functions offsite. A long-range facility plan has been initiated for the Stewart/Mojave campus.

MR. SHELDON added that there has been a growth in the jail population over the last five years, and it is expected that at least another 800 beds will be filled in the next five years. This does not include Metro's "More Cops" initiative. He asked that the City Council seriously consider Detention and Enforcement on the CIP list. The County jail is overcrowded, and therefore, the City is housing a couple hundred of Metro's inmates. The City also has a federal contract to house inmates for the US Marshall Service arrested on City streets. Some hard decisions will have to be made within the next months whether these federal inmates continue to be housed in the City jail. These do not include Immigration Naturalization Service (INS) inmates. It is hoped that the federal government will reinstate the cap funds they have had over the years. They are worth multi-millions of dollars and they can mean the difference for the City to build new jails. The City does not make a lot of money on those contracts, but the City has been in a position to assist. He reiterated that the City may not be in a position to assist any further. Additionally, a case space study has been implemented with the KGAR Architectural Firm. The City is also being challenged by the concept of NDOT establishing a new exchange on Pecos and Stewart, which will go through the City's existing jail. It will be difficult to find other land to build more jails. There is no firm number of inmates until those estimates are provided by the consultant. However, from his experience, a high-rise would need to be built on the current site, at a cost of a hundred million dollars, to house future inmates. The growth is happening and much of that is attributable to the redevelopment of downtown.

COUNCILMAN REESE noted that his Ward has been impacted by the jail, and that the facility cannot go higher. In addition, developers will not look at developing vacant land adjacent to a jail.

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He suggested that the consultant look at obtaining BLM land for future jails.

COUNCILMAN WOLFSON verified with MR. SHELDON that 200 offenders are federal inmates who are arrested on City streets. COUNCILMAN WOLFSON suggested examining the federal contract because 200 beds are a lot. He questioned why the City is carrying such a burden.

MAYOR GOODMAN was under the impression that housing the federal inmates was a money-making proposition. He has been working under that premise over the past several years. MR. SHELDON responded that the federal contract is assisting with the growth and helping to pay for additional staff the City would need. From that perspective, the City is augmenting the operation of the jail with the contract. The City makes some money, but it is being done out of necessity and out of the hope that the federal government will fund millions of dollars to help the City build more jails. COUNCILMAN WOLFSON suggested that the City Attorney, MR. CARMANY, and Metro look into alternatives to incarceration for the non-violent offenders. MR. SHELDON responded that he and MR. CARMANY have implemented an increase in the house arrest program. A number of them are sentenced directly out of the court to house arrest. However, he will continue to explore other alternatives.

MR. CARMANY commented that the issue is whether enough resources are being put into alternative sentencing. HOPE Court is an alternative for those who are homeless that can benefit outside of the jail system. There is also a mental health and a drug court. Yet there is a group of offenders who do not seem to be able to get the message, even with all these services. The mentally ill need housing, but there is no place for them. A number of issues need to be looked at individually. As more police officers are added, more beds will be needed. MAYOR GOODMAN agreed that it is necessary to get these people off the streets. There needs to be a feeling of safe neighborhoods in the more affluent Wards, and certainly the success of the downtown redevelopment would be impeded if the pressure is not kept.

ASSISTANT SHERIFF FLYNN, Las Vegas Metropolitan Police Department, added that Metro is looking on three fronts in terms of future jail space. First, Metro still has the ability to build out two more dormitories at the Clark County Detention Center, a County Capital Improvement Plan, and basically adding another floor. Secondly, the Sheriff is working hard for a "free sponge structure" at the County Waste Water Treatment Plant that will house 500 misdemeanants. Currently, the chronic misdemeanor offenders are not getting sentenced in Justice Court because there is no space, which is dedicated to felons. In the future the County is looking at another CCDC structure in the outlining areas of the County to keep the cost down. More police officers will be hired in January and 80 academies will be conducted beginning every three months. Officers are needed to decrease the response time in the northwest. However, the Downtown Area Command Strategic initiative has been very successful. Working in conjunction with the City, the downtown's crime rate has dropped. The Sheriff has issued an order to the other seven area commands to learn from the downtown area command. MAYOR GOODMAN asked what happened to the old work farm. ASSISTANT SHERIFF FLYNN explained that the farm was started when an issue of budget cuts arose. The farm produced vegetables to feed the prisoners, but it shut down in 1976. MAYOR GOODMAN suggested looking at boot camps for misdemeanants. ASSISTANT SHERIFF FLYNN commented that the Sheriff is proposing to sentence 500 inmates at the Waste Water Treatment facility, which means they

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can be made to work.

- Address the community-wide impact of domestic violence and drunk driving - The City is continuing to focus on these issues with specialty courts.
- Address communications interoperability - Another draft will integrate what the City is doing from a communication standpoint with what the State and the region is doing so that some of the issues are minimized during the City's exercises. ASSISTANT SHERIFF FLYNN added that the City secured a quarter million dollar technology grant for Metro for an interoperability van and should be available by February or March. This van will pull up to any emergency and the technology inside will allow officers to directly speak to each agency providing services.
- Evaluate Homeland Security issues - The City needs to continue to work on these issues. Some things to be addressed are the Terrorism Early Warning Group, the Bomb Squad, evaluating the hardening of City facilities, as well as the concept of a regional EOC and regional training centers. CHIEF WASHINGTON added that ASSISTANT CHIEF EUGENE CAMPBELL has been assigned as the City's Homeland Security Liaison. MAYOR GOODMAN commented that years ago the City Council supported legislation to having continuing education courses for the medical community as to how to address issues of homeland security and disaster problems, such as radioactive or chemical materials. He has attended at least three of these meetings where nurses have been educated. He believes Nevada is the only State that has a statute which requires that kind of education for the medical community.

COUNCILMAN BROWN asked what percentage of the general budget is dedicated to Metro, Detention and Enforcement and Fire Services. DEPUTY CITY MANAGER FRETWELL replied that it is 60 percent and it includes the Building Department. MR. VINCENT added that it also includes traffic and code enforcement. Twenty percent of the budget is dedicated to Fire Services.

DEPUTY CITY MANAGER FRETWELL outlined the neighborhood priority. She recommended a change in the priority itself. The original priority was called, support and encourage affordability, livability and pride. She recommended changing from affordable to sustainable.

- The goal is to continue to promote civic involvement and volunteerism. The Citizens Academy has been implemented, streamlined the neighborhood clean up activities and efforts, and outlined what the responsibilities are for neighborhood associations.
- Create and implement programs that stabilize neighborhoods - CDBG funds have been utilized to assist low and moderate income families to keep their houses habitable. The community investment partnership has been pursued to try to leverage federal and local funds to reduce the number of vacant and blighted properties in the City. She suggested focusing on the proactive rental program designed to improve the quality of multi-family housing. Reduce the number of bad conditions that exist in the City, especially in high-risk areas. A new program is being implemented to provide information for the City Council on what is happening in a particular neighborhood. That information would be used to target neighborhoods that have shown enough crime activity, enough graffiti, and enough truancy for the Council to direct an intervention plan. Integrate the CDBG Funding into the regular CIP process. She feels that the Council would get a better perspective of the kind of investment the City is making in various parts of the community by integrating that process. Another major goal is the implementation of the dangerous and abandoned building rehab program.

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- Develop a comprehensive housing strategy that pursues attainable housing opportunities - Many things still need to be done to pursue attainable housing in the City. Many things are happening at the regional and state level, and the goal is to continue to create affordable units. Focus on creating a land investment strategy and evaluating the actual cost of development. Revisions need to be made to the RPD Ordinance and review alternative housing. Look at different incentives or regulatory types of creating affordable housing from around the country.
- Enhance community services that fill gaps and leverage resources for "at-risk populations" - The EVOLVE Program has been immensely successful. The 10-year regional plan to end homelessness has been completed. The reuse of the MASH campus has been completed. The focus now is to implement that 10-year plan. The EVOLVE Program will be expanded to include the chronic inebriants and other populations that are in detention facilities. Focus on the day laborers issues.

CITY MANAGER SELBY thanked staff for their participation and the City Council for their assistance and guidance. All the comments will be included into the final plan and brought back in six to eight weeks for the City Council to formally endorse.

COUNCILMAN WOLFSON asked if the City is obligated to inform its citizens that the City is ready in the event of a disaster, such as an earthquake or a terrorist attack. He suggested a mock disaster or a symposium consisting of leaders who would be in charge and be ready to be called upon if needed to make a presentation. MAYOR GOODMAN commented that the City is ready and proved its readiness while participating in mock exercises in Emmetsburg. In fact, two days after this exercise Las Vegas experienced the 100-year flood and proved its preparedness without any casualties. This is one of the reasons why he will push for consolidation.

COUNCILMAN REESE indicated that an exercise called Operation Loaded Dice is planned for October 6, in which every entity in Clark County will participate. During a previous exercise that he attended, one instructor said he was impressed with the emergency plan that the City of Las Vegas adopted in 2003.

CITY MANAGER SELBY thanked MR. PORTARO for a great job.

COUNCILMAN BROWN asked if an estimate number was available, as far as the need of new jail facilities, fire stations, fire training facility, parks and community centers. DEPUTY CITY MANAGER FRETWELL replied that staff is in the process of finalizing the fire plan. Once completed, it will be included into next year's CIP. COUNCILMAN BROWN stated he enjoyed the strategic planning meeting, but asked if a mechanism could be incorporated into the planning process, as far as looking at a 20-year long-range plan, and identifying potential issues and potential goals that would have to be benchmarked. Twenty years from now he does not want a new Council to say that this Council never took the time to look beyond the immediate. DEPUTY CITY MANAGER FRETWELL stated she would look into that, and that it might be appropriate to look at the City's comprehensive plan to see if it needs to be updated.

MAYOR GOODMAN commented that sometimes the Council may not appreciate staff's input and their involvement on issues such as these. He suggested that the each member of the Council choose one or two priorities they would like to be involved in while these priorities are being discussed with

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the Manager and staff. It will allow the City Council to give their perspective on that priority.
(1:17 - 3:50)
2-1559

NOTE: MAYOR GOODMAN commented that it may be the time to be very smart and place employees in services that make sure the job is done as a City.

NOTE: Regarding the Veterans Memorial pool facility, COUNCILMAN WOLFSON invited the swim clubs that are using this pool into his office so he can learn more about what exactly are their needs. Maybe streamline the hours of operation to both be fiscally responsible and not take away an amenity that the residents enjoy.

NOTE: COUNCILMAN BROWN expressed concern about some of the initiatives, not only the property tax roll back, but SENATOR BEER'S TABOR. He believes the unfunded mandates will come a lot sooner than anticipated. Privatization does not mean just giving it out to the private sector. There are things the City does better than the private sector, but he emphasized looking at ways to become more efficient. He questioned if the City of Las Vegas should be in this business or provide services or programs. He requested evaluations to see if the private sector can do it more efficiently and more cost-effective.

NOTE: MAYOR GOODMAN requested that the City continue on exploring these public private partnerships or at least the public 501C3 community partnership to see whether or not the services are better rendered by the private sector or whether they are better rendered by the City and the various costs associates as to what the end result is going to be. Honest, unbiased information needs to be obtained upon which the judgment can be made as to which way to proceed.

NOTE: COUNCILMAN BROWN emphasized looking at ways to become more efficient on providing services or programs. He would like to see evaluations if the private sector can do it more efficiently and more cost-effective.

NOTE: MAYOR GOODMAN directed DEPUTY CITY MANAGER FRETWELL that during her briefings she asks the City Council what their feelings are about consolidation, and if they support it, on how to proceed, as far as achieving this under this Council. He also asked that the City Council be briefed as to the past history of consolidation attempts.

NOTE: MAYOR GOODMAN commented that no where under sustainable development is there a statement about making Las Vegas a great American City. CITY MANAGER BETSY FRETWELL responded that it would be appropriate to include that under the City of Las Vegas' vision.

NOTE: COUNCILMAN WOLFSON suggested developing a program to bring classrooms of kids to every City Council meeting and introduce them to City government. DR. JACKSON replied that part of the focus on career development is to create internships, life skills, and job training opportunities.

NOTE: MAYOR GOODMAN was impressed with the number of people the City serves in the community. However, he would like a better way to publicize about all the different programs

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available to teens. DEPUTY CITY MANAGER FRETWELL replied that that can be built into the plan. She also added that the YNAPP Program is very effective for teens.

NOTE: COUNCILMAN ROSS stressed that making the senior fees flexible depending on means should be a huge priority.

NOTE: COUNCILMAN BROWN asked if promoting healthy lifestyles includes the recreational community center facility as a component. DEPUTY CITY MANAGER FRETWELL replied that one of the major investment patterns over the last seven years has been park acreage and community center square footage in the City's Capital Improvement Program. There have been some major accomplishments; the Washington/Buffalo Park, Freedom Park and the PLMA funded projects. It is not a clear goal, but she would be happy to work on before this comes back to Council. If there is a desire to reach a national standard on park acreage, it would help her articulate a goal that would be meaningful to the Council and help staff understand what they are trying to accomplish.

NOTE: COUNCILMAN BROWN suggested that the collaboration between Leisure Services and Neighborhood Services needs to be expanded to the non-profit organizations as well.

NOTE: COUNCILMAN REESE noted that his Ward has been impacted by the jail, and that the facility cannot go higher. In addition, developers will not look at developing vacant land adjacent to a jail. He suggested that the consultant look at obtaining BLM land for future jails.

NOTE: COUNCILMAN WOLFSON verified with MR. SHELDON that 200 offenders are federal inmates who are arrested on City streets. The City does not make money, but breaks out even. COUNCILMAN WOLFSON suggested examining the federal contract because 200 are a lot of beds. He questioned why the City is carrying such a burden.

NOTE: COUNCILMAN WOLFSON suggested that the City Attorney, MR. CARMANY, and Metro look into alternatives to incarceration for the non-violent offenders. MR. SHELDON responded that he and MR. CARMANY have implemented an increase in the house arrest program. A number of them are sentenced directly out of the court to house arrest. However, he will continue to explore other alternatives.

NOTE: MAYOR GOODMAN suggested looking at boot camps for misdemeanants. MR. FLYNN commented that at the Waste Water Treatment facility the Sheriff is proposing to sentence all 500 inmates, which means they can be made to work.

NOTE: COUNCILMAN WOLFSON asked if the City is obligated to inform its citizens that the City is ready in the event of a disaster, such as an earthquake or a terrorist attack. He suggested a mock disaster or a symposium consisting of leaders who would be in charge and be ready to be called upon if needed to make a presentation.

NOTE: MAYOR GOODMAN commented that sometimes the Council may not appreciate staff's input and their involvement on issues such as these. He suggested that the each member of the Council choose one or two priorities they would like to perhaps be involved while these priorities are

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CITIZENS PARTICIPATION: PUBLIC COMMENT DURING THIS PORTION OF THE AGENDA MUST BE LIMITED TO MATTERS WITHIN THE JURISDICTION OF THE CITY COUNCIL. NO SUBJECT MAY BE ACTED UPON BY THE CITY COUNCIL UNLESS THAT SUBJECT IS ON THE AGENDA AND IS SCHEDULED FOR ACTION. IF YOU WISH TO BE HEARD, COME TO THE PODIUM AND GIVE YOUR NAME FOR THE RECORD. THE AMOUNT OF DISCUSSION ON ANY SINGLE SUBJECT, AS WELL AS THE AMOUNT OF TIME ANY SINGLE SPEAKER IS ALLOWED, MAY BE LIMITED

MINUTES:

None.

MEETING ADJOURNED AT 3:50 P.M.

Respectfully submitted:

Angela Crolli, Deputy City Clerk
October 7, 2005